

ROUTING AND RECORD SHEET

SUBJECT: (Optional) Future DDA Efficiencies and Cost Savings		Executive Registry 81-152313	
FROM: Harry E. Fitzwater Deputy Director for Administration 7D 24 Hqs		EXTENSION	NO. DDA 81-1170/11
		DATE 21 August 1981	25X1
TO: (Officer designation, room number, and building)	DATE	OFFICER'S INITIALS	COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)
1. Deputy Director of Central Intelligence 7D 6011 Hqs DDA	8/24	8/22	Attached is the final submission from the DDA CORE Group on future DDA efficiencies and cost savings for your information.
3. Director of Central Intelligence 7D 5607 Hqs			
4.			
5.			
6.			
7.			
8.			
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10.			
11.			
12.			
13.			
14.			
15.			

Harry E. Fitzwater

Att:

1) Spell out abbreviations for DCI/DDCI - AWP, EOP, PAR for starters

2) Need to understand why the new dental program has been

1. Spell out abbreviations for DCI/DDCI-- AWP, EOP, PAR for starters.

2. Need to understand why the new dental program has been poorly received.

3. Elimination of POV travel and all [redacted] not recommended due to potential impact on operations-training.

Other parts of III look attractive.

Should not proceed with IV.

Category V to be subject of case by case examination to be sure objections are clearly understood, particularly for OMS and OC proposals.

FORM 1-79 610 USE PREVIOUS EDITIONS

DAN

ABBREVIATIONS NOT SPELLED OUT
WERE AWP, PAR, EOP,
CIARDS, AND SANCA.

25X1

SORRY,

SHARON

ROUTING AND TRANSMITTAL SLIP		Date
TO: (Name, office symbol, room number, building, Agency/Post)		Initials
1. O/ED/OL Attn: Sharon		
2.		
3. DD/OL		
4.		
5.		
Action	File	Note and Return
Approval	For Clearance	Per Conversation
As Requested	For Correction	Prepare Reply
Circulate	For Your Information	See Me
Comment	Investigate	Signature
Coordination	Justify	

REMARKS

- Per our telephone conversation, attached is a copy of the comments by the DDCI. I have taken care of Item 1. CMS is taking care of Item 2. The other comments are being held by ADDA for the Agency Core Meeting. Please don't make any distribution of them; they are FYI only.

DO NOT use this form as a RECORD of approvals, concurrences, disposals, clearances, and similar actions

FROM: (Name, org. symbol, Agency/Post)	Room No.—Bldg.
Cathie O/ADDA	7 D 24 Hqs
	Phone No.

5041-102

☆ GPO : 1980 O - 311-156 (17)

OPTIONAL FORM 41 (Rev. 7-76)
Prescribed by GSA
FPMR (41 CFR) 101-11.206

2541

		SEC. CL. S	ORIGIN DD/L		CONTROL NO. OL 1 3438	
DATE OF DOC 8/13/81	DATE REC'D 8/13	DATE OUT		SUSPENSE DATE	CROSS REFERENCE OR POINT OF FILING	
TO: A-ODA FROM: [REDACTED] Chao/DDA CORE WG SUBJ: Future DDA Efficiencies and Cost Savings					ROUTING DD/L	DATE SENT 8/13
COURIER NO.		ANSWERED		NO REPLY		6

S-E-C-R-E-T

13 August 1981

MEMORANDUM FOR: Acting Deputy Director for Administration

25X11 FROM:

Chairman, DDA Cost Reduction and Efficiency
(CORE) Working Group

SUBJECT: Future DDA Efficiencies and Cost Savings

REFERENCES: A. Memo for DDA, from Chairman, DDA CORE,
dated 16 July 1981, Subject: Recent
DDA Efficiencies and Cost Savings

B. Memo for DDA, from DDA Core, dated
4 August 1981, Subject: CAT II - Future
Efficiencies through Capital Investment

1. Attached are the final DDA CORE submissions:

Category III - Future Efficiencies Without Adverse
Impact on Service or Resulting in
Improvements in Service

Category IV - Future Efficiencies With Adverse
Impact on Service

Category V - Future Efficiencies Through Centrali-
zation or Elimination of Duplication

Category I, on savings effected in recent years, was submitted
by Reference A, and Category II, on future savings/efficiencies
which could be achieved through capital investment, was
submitted by Reference B.

2. Reference A included several cautions on the use of the
data submitted, and these same cautions apply to this submission
as well. In addition, you will note that some of the ideas in
this submission have not been fully investigated or coordinated
since we agreed not to do so until they have been made known to
the Agency CORE Group. I would also remind you that the savings
shown are only those which could be achieved in the near term - not
life cycle savings, which would have been orders of magnitude
larger.

This memorandum is UNCLASSIFIED
upon removal of the attachments.

S-E-C-R-E-T

11 3433

SUBJECT: Future DDA Efficiencies and Cost Savings

3. During our final meeting, I asked the CORE members for any thoughts they had on the CORE effort and process, and two points were made:

a. There is concern that if the ideas presented were acted upon without commensurate increases in the personnel and fiscal resources available to the Directorate in other areas, we might be reentering a period of decline at a time when the number of Agency employees and number and complexity of new operations we are being asked to support are increasing significantly.

b. The CORE exercise presented a unique opportunity for your Office Deputies to work together on a problem and made possible the discussion of a number of other areas totally unrelated to CORE. You may wish to take advantage of this mechanism on other occasions when suitable Directorate-wide issues present themselves.

4. We are available at your convenience to discuss our final submittal.

25X11

Attachments:

As stated

Distribution:

Orig - Addressee, w/atts

1 - Each DDA CORE Working Group
Member, w/atts

Category III

SECRET

CORE - CATEGORY III

FUTURE EFFICIENCIES WITHOUT ADVERSE

IMPACT ON SERVICE OR RESULTING

IN IMPROVEMENTS IN SERVICE

WARNING NOTICE -
INTELLIGENCE SOURCES
AND METHODS INVOLVED

DERIVATIVE CL BY
REVW ON AUGUST 2001
DERIVED FROM

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EXECUTIVE SUMMARY

FUTURE EFFICIENCIES WITHOUT ADVERSE IMPACT ON SERVICE
OR RESULTING IN IMPROVEMENTS IN SERVICE

TOTALSSAVINGS

Office of Information Services	\$ 671,025
Office of Medical Services	11,000
Office of Finance	1,138,000
Office of Logistics	3,515,000
Office of Data Processing	²⁴² 356 ,000
Office of Security	848,000
Office of Training and Education	45,000
	<hr/>
TOTAL	⁴⁷⁰ \$ 6,584,025

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EXECUTIVE SUMMARY

FUTURE EFFICIENCIES WITHOUT ADVERSE IMPACT ON SERVICE
OR RESULTING IN IMPROVEMENTS IN SERVICEOffice of Information Services

Abolish the AWP and the EOP in the PAR	\$671,025
--	-----------

Office of Medical Services

Discontinue Dental Program	11,000
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Office of Finance

Electronic Fund Transfer for Covert Personnel and Self-Mailers for Statements	104,000
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Absorption of New Pay Cases	34,000
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Earning Interest on Operational Bank Accounts	1,000,000
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Automate Travel Accountings	
-----------------------------	--

Computer-Aided Instruction	
----------------------------	--

Office of Logistics

Increase Competitive Procurement	3,000,000
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Control and Limit Year-End Funding	100,000
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Remote Information Media Centers	
----------------------------------	--

Establishment of a Regional Logistics Support Activity 	
--	--

Contract Out Secretarial Services for Unclassified Work	
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Increase the Use of Suggestion Awards	415,000
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Prepare Logistics Support Annexes for Contracts and Projects with Budgeted Cost Exceeding \$250,000	
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EXECUTIVE SUMMARY

FUTURE EFFICIENCIES WITHOUT ADVERSE IMPACT ON SERVICE
OR RESULTING IN IMPROVEMENTS IN SERVICEOffice of Data Processing

Relief from Word Processing Regulations	\$ 114,000
→ Locate 4C Center Contiguous to the Ruffing or Special Center	114,000
Component Budgeting of Terminals	75,000
Reduction in Cost of Output Products	53,000

Office of Security

"Blue Blazer" Protective Force	135,000
SANCA Reprogramming	30,000
Eliminate Keypunch Activity	20,000
Discontinue Communications Link	15,000
Personnel Security Initiatives	573,000
Up-Front Polygraph	75,000

Office of Training and Education

25X1 Elimination of POV Travel [REDACTED]		25X1
Elimination of [REDACTED]	27,000	
25X1 Putting Most Checking and Savings Account Funds for [REDACTED] into Bonds	18,000	

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CATEGORY III

FUTURE EFFICIENCIES WITHOUT ADVERSE IMPACT ON SERVICE OR RESULTING
IN IMPROVEMENTS IN SERVICE

Office of Information Services

Activity Description	Current Positions	\$	Savings Positions	\$
Abolish the AWP and the EOP in the PAR.			None	671,025

The value of the AWP is questioned, except for special cases, and the EOP is seen as redundant to the PAR narrative. Savings are estimated on the basis of: (1) the quantity of PARs submitted per annum, (2) the average supervisory grade (GS-12.78) and wage per hour (\$14.79), (3) the average time required to prepare the AWP (2 hours) and EOP (1 hour), (4) the average clerical grade (GS-06) and wage per hour (\$6.57), (5) the average time required to type the AWP and EOP (1/2 hour each), (6) the quantity of printed forms consumed, (7) the cost of the printed form per page (1.5 cents each), (8) the quantity of copies (pages) produced at 3 copies each, and (9) the cost of each copied page (.03 cents).

SECRET

TRANSMITTAL SLIP		DATE 16 Sep 81	
TO: DD/OL			
ROOM NO.	BUILDING		
REMARKS:			
Per your request.			
FROM: Cathie			
ROOM NO.	BUILDING	EXTENSION	

FORM NO. 241
1 FEB 55

REPLACES FORM 36-8
WHICH MAY BE USED.

(47)

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CATEGORY III

FUTURE EFFICIENCIES WITHOUT ADVERSE IMPACT ON SERVICE OR RESULTING
IN IMPROVEMENTS IN SERVICE

Office of Medical Services

Activity Description	Current Positions	\$	Savings Positions	\$
Discontinue Dental Program	0	11,000	0	11,000

The Dental Program was implemented in 1981 as a pilot study to determine if a limited dental service would diminish dental problems overseas and would be helpful for dependents. Most dependents are concerned with dental care and go to their own dentist prior to an overseas assignment especially those who have been found to have significant dental problems. Since the program was initiated with limited funding, a dentist is available only on Friday, therefore dependents examined on other days must return for another visit. Consequently the program has been poorly received. Since the program is only a pilot study for dependents and since providing a dentist daily (at an additional cost of \$25,000 per year) would not appear to add significantly to its utility, it is proposed that this program be eliminated. Savings would amount to circa \$11,000 per year and permit reallocation of human resources.

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CATEGORY III

FUTURE EFFICIENCIES WITHOUT ADVERSE IMPACT ON SERVICE OR RESULTING
IN IMPROVEMENTS IN SERVICE

Office of Medical Services

Activity Description	Current Positions	\$	Savings Positions	\$
Discontinue Dental Program	0	11,000	0	\$11,000

In FY 1981, the Dental Program was implemented. During its genesis, the program was felt to be an excellent service for dependents, and one which could potentially diminish dental problems overseas. Unfortunately, the hope for the success of this program has not come to fruition. It has been poorly received by dependents and, at this point, it is a nonproductive program. It is, therefore, proposed that this service be eliminated. Savings would amount to circa \$11,000 per year and permit a reallocation of human resources.

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CATEGORY III

FUTURE EFFICIENCIES WITHOUT ADVERSE IMPACT ON SERVICE OR RESULTING
IN IMPROVEMENTS IN SERVICE

Office of Medical Services

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*Changed by OMS
prior to forwarding
to Del.*

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CATEGORY III

FUTURE EFFICIENCIES WITHOUT ADVERSE IMPACT ON SERVICE OR RESULTING
IN IMPROVEMENTS IN SERVICE

Office of Finance

Activity Description	Current Positions	\$	Savings Positions	\$
25X1 1. Electronic Fund Transfer 25X1 for Covert Personnel and Self- 25X1 Mailers for Statements	[]	\$198,500	.5	\$104,000*
<p>Of [] biweekly salary payments, [] checks are sent to offices, [] are mailed to banks, and [] are deposited via Electronic Fund Transfer. All but the last method are time consuming, labor intensive and, at least for the second method, not compatible with cover. Current costs include equipment, \$1,000; finance processing, \$16,000; component processing, \$7,500; and lost time (payday banking) \$174,000.</p>				
2. Absorption of New Pay Cases	[]			\$34,000** 2
<p>25X1 The Agency Budget projects an increase of roughly [] employees over fiscal years 1981, 1982, and 1983. During this same period CIARDS annuitants should 25X1 increase by approximately [] 25X1 This will create [] new pay cases, or an increase of about []</p>				

*Estimates only 50 percent savings in lost time.

**Cost avoidance.

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CATEGORY III

FUTURE EFFICIENCIES WITHOUT ADVERSE IMPACT ON SERVICE OR RESULTING
IN IMPROVEMENTS IN SERVICE

(CONTINUED)

Office of Finance

Activity Description	Current Positions	\$	Savings Positions	\$
processed in December of 1980. We believe this increase can be absorbed by the Compensation Division provided that continuing improvements in the automated payroll can be promptly serviced by the Office of Data Processing, that new requirements which cannot be automated are held to an absolute minimum, and that the Office of Finance (O/FIN) remains fully staffed over the three year period. The estimated cost avoidance from this absorption is \$34,000 in FY-1981, \$72,000 in FY-1982, and \$103,000 in FY-1983. These figures are estimates of personal service costs avoided by productivity increases. They are not adjusted for annual inflation.				

25X11

*To U.S. Treasury, not to CIA.

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CATEGORY III

FUTURE EFFICIENCIES WITHOUT ADVERSE IMPACT ON SERVICE OR RESULTING
IN IMPROVEMENTS IN SERVICE

(CONTINUED)

Office of Finance

Activity Description	Current Positions	\$	Savings Positions	\$
<div data-bbox="0 688 64 720">25X1</div> <div data-bbox="1484 1197 1549 1228">25X1</div>				
<div data-bbox="0 1339 64 1371">25X1</div> <p>4. Automate Travel Accountings</p> <p>There are approximately wide people devoted to the audit of travel accounting; additionally, other personnel time is devoted to travel disbursements. The O/FIN is in the earliest stages of investigating the feasibility of automating all or a part of this process. It is anticipated that an automated process would require fewer people and provide needed accuracy.</p>		\$396,000	Unknown	Unknown

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CATEGORY III

FUTURE EFFICIENCIES WITHOUT ADVERSE IMPACT ON SERVICE OR RESULTING
IN IMPROVEMENTS IN SERVICE

(CONTINUED)

Office of Finance

Activity Description	Current Positions	\$	Savings Positions	\$
5. Computer-Aided Instruction	Unknown	Unknown	Unknown	Unknown

The O/FIN has a number of positions for which personnel can be trained by computer-assisted instruction. There are other finance functions outside this Office which could benefit from such training. Our Office is not manned or equipped to develop all of the training courses of this type which could be useful. Development and use of such courses would do much to improve productivity throughout the Office of Finance and would also contribute to more efficient and effective financial management throughout the Agency. Additional resources would probably be required by OTE and possibly ODP.

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CATEGORY III

FUTURE EFFICIENCIES WITHOUT ADVERSE IMPACT ON SERVICE OR RESULTING
IN IMPROVEMENTS IN SERVICE

Office of Logistics

Activity Description	Current Positions	\$	Savings Positions	\$
1. Increase Competitive Procurement			Add 2	\$3,000,000

The Public Law has historically required that Government purchases of goods and services be accomplished using full and free competition to the maximum extent practicable. Offering all qualified firms the opportunity to compete helps to minimize favoritism and collusion and provides assurance that acceptable products and services are obtained at the lowest prices. In many cases, lack of adequate planning or lack of personnel resources do not permit competitive procurement.

There is no empirical data readily available to quantify cost savings from increasing competitive procurement activity. We believe a cost savings of \$3,000,000 could be achieved. We believe that additional effort would be required to process more competitive procurement actions. The equivalent of two or more additional positions have been used to reflect this additional effort.

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CATEGORY III

FUTURE EFFICIENCIES WITHOUT ADVERSE IMPACT ON SERVICE OR RESULTING
IN IMPROVEMENTS IN SERVICE

(CONTINUED)

Office of Logistics

Activity Description	Current Positions	\$	Savings Positions	\$
2. Control and Limit Year-End Funding (to preclude fund "dumping")				\$100,000

The contracting process is a convenient tool used to obligate funds whose availability for obligation will lapse at the end of the fiscal year. In recent years, the Office of Management and Budget has issued an annual directive to agencies of the Federal Government which limits the amount of funds which can be obligated in the last quarter of the fiscal year. It is recognized that there are inefficiencies in entering into contracts on a crash basis with inadequate lead time to perform the necessary analysis for proper contracting. The "dumping" of funds at the end of the fiscal year is a practice which should be curtailed to the maximum extent practicable.

It is difficult, if not impossible, to assign a dollar savings if this practice is curtailed, but we estimate that at least \$100,000 annually would be realized through tighter administrative controls.

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CATEGORY III

FUTURE EFFICIENCIES WITHOUT ADVERSE IMPACT ON SERVICE OR RESULTING
IN IMPROVEMENTS IN SERVICE

(CONTINUED)

Office of Logistics

Activity Description	Current*		Savings*	
	Positions	\$	Positions	\$
3. Remote Information Media Centers	0	0	Unknown	Unknown

This activity would provide the resources necessary to extend the benefits of electronics-based text creation, processing and distribution to a greater population of users, especially those outside of the Headquarters building. High speed/quality printers, plotters, optical character readers, graphics terminals, and Computer Output Microfilm (COM) recorders would be located in the outlying Agency buildings. These devices would be interfaced to the central ODP facilities such that they would become an integral part of the growing interconnected network between Agency components and locations. This will eventually enable users of ODP, OC, and OL/Printing and Photography Division services to route their output to common media centers located closer to their work. This effort would gradually extend information input and output services to remote sites such that all users would benefit from the information network supported by the ODP central system.

*The efficiencies/impact of this proposal is unknown at this time. There is an ongoing joint OC, ODP, and OL study on the establishment of a pilot center in the [] which will determine the feasibility and resource impact of the proposal.

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CATEGORY III

FUTURE EFFICIENCIES WITHOUT ADVERSE IMPACT ON SERVICE OR RESULTING
IN IMPROVEMENTS IN SERVICE

(CONTINUED)

Office of Logistics

	Activity Description	Current Positions	\$	Savings Positions	\$	
25X1	4. Establishment of a Regional Logistics Support Activity in [redacted]	[redacted]		Unable to Identify		25X1
25X1 25X1	Establishment of a Regional Logistics Support Activity in [redacted] would improve response time for DO operational and administrative requirements.					



25X1 While a Logistics Support Activity would improve our reaction time, we should also realize a significant reduction in the number of requirements levied on Special Purchases Branch. There should also be a corresponding reduction in transportation charges and packing requirements at the [redacted]. The negative aspect that must be considered is the extreme high cost of housing should an additional person be required.

*Primary function of incumbents is Station support and housing.

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CATEGORY III

FUTURE EFFICIENCIES WITHOUT ADVERSE IMPACT ON SERVICE OR RESULTING
IN IMPROVEMENTS IN SERVICE

(CONTINUED)

Office of Logistics

Activity Description	Current Positions	\$	Savings Positions	\$
25X1 A similar regional support activity exists [] and has resulted in both expansion of the procurement activity that can be offered customers as well as increasing the sophistication of contract actions. This concept greatly reduces first destination transportation costs and offers a storage and transshipment service to major customers in the geographical area.				
5. Contract Out Secretarial Services for Unclassified Work			0	Unknown
Use of contracted secretarial services has a great potential for savings; although, to our knowledge, it is used only by the Foreign Broadcast Information Service (FBIS). * Provided requirements for significant amounts of unclassified typing exist in other parts of the Agency, these savings could be greatly increased through the broader use of this kind of service.				

25X1 *In that office [] and \$117,000 (net) are saved.

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CATEGORY III

FUTURE EFFICIENCIES WITHOUT ADVERSE IMPACT ON SERVICE OR RESULTING
IN IMPROVEMENTS IN SERVICE

(CONTINUED)

Office of Logistics

Activity Description	Current Positions	\$	Savings Positions	\$
6. Increase the Use of Suggestion Awards	0	\$207,807	0	\$415,000
<p>In FY 80, Agency employees were awarded \$33,210 in the Agency-wide Suggestion Awards Program. This amount was divided among 122 separate suggestions with the average award being in the amount of \$272. The first year tangible savings to the Agency were \$207,807.</p> <p>It is reasonable to assume that the above figures could conceivably increase with an increased emphasis on the Agency-wide Suggestion Awards Program.</p>				
7. Prepare Logistics Support Annexes for Contracts and Projects With Budgeted Cost Exceeding \$250,000 (This would equally apply to other support elements)			Unknown	Unknown

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CATEGORY III

FUTURE EFFICIENCIES WITHOUT ADVERSE IMPACT ON SERVICE OR RESULTING
IN IMPROVEMENTS IN SERVICE

Office of Logistics

Activity Description	Current Positions	\$	Savings Positions	\$
Contracts and projects costing over \$100,000 usually include requirements for logistics support-- facility planning, acquisition and preparation, procurement of operational and support material and services, and materials handling and movement. In the absence of any formal procedure to identify and plan for the requirements early in the contract/project cycle, the Office of Logistics (OL) frequently learns of the requirements only when needs are immediate. Forced into an essentially reactive mode, OL is unable to rationally develop and propose alternate solutions, take advantage of cost reducing techniques, or fully respond to the basic requirement or deadline.				
A requirement to formally consider the logistical implications of major efforts will (1) increase the effectiveness of all facets of logistics support, (2) facilitate development of more accurate (realistic) program schedules, (3) potentially reduce program cost through the use of competitive techniques, and (4) permit more rational allocation of OL financial and personnel resources.				

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CATEGORY III

FUTURE EFFICIENCIES WITHOUT ADVERSE IMPACT ON SERVICE OR RESULTING
IN IMPROVEMENTS IN SERVICE

Office of Data Processing

Activity Description	Current Positions	\$	Savings Positions	\$
1. Relief From Word Processing Regulations 25X1				
<p>Advancing technology in the word processing equipment (WPE) field has increasingly blurred the distinction between WPE and automatic data processing equipment (ADPE). In 1980, General Services Administration (GSA) recognized this and reclassified WPE as ADPE for management purposes. However, GSA requires that the determination of need for WPE be governed by rules promulgated by the National Archives and Records Services Administration (NARS) which require that WPE be justified as a typewriter replacement on the basis of savings in typing time. Our view is that this approach is technologically out of date and does not recognize that WPE ideally is used as part of an integrated office automation network. Use of WPE is, in fact, a method for capturing keystrokes, which is the first</p>				

*Annual Savings

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DDP

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CATEGORY III

FUTURE EFFICIENCIES WITHOUT ADVERSE IMPACT ON SERVICE OR RESULTING
IN IMPROVEMENTS IN SERVICE

(CONTINUED)

Office of Data Processing

Activity Description	Current Positions	\$	Savings Positions	\$
step in automated information resources management. The current NARS procedures take a much narrower, frankly old-fashioned view. Currently, ODP has 4 personnel engaged in the performance of NARS justification studies. If WPE were treated as ADPE, without regard for NARS procedures, these personnel could largely be redirected to office automation studies. WPE would then be justified on the basis of the overall benefits to be derived from attaching an additional work station to the office automation network and not exclusively for its value as a typewriter replacement. In April 1981, we requested that GSA grant CIA authority to treat WPE as falling exclusively within the existing CIA delegation of procurement authority for ADPE.				

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CATEGORY III

FUTURE EFFICIENCIES WITHOUT ADVERSE IMPACT ON SERVICE OR RESULTING
IN IMPROVEMENTS IN SERVICE

(CONTINUED)

Office of Data Processing

25X1

Activity Description	Current Positions	\$	Savings Positions	\$
2. Locate 4C Center Contiguous to the Ruffing or Special Center				
Because of space limitations the new Community-wide Compartmented Clearance Computer System (4C) will be located in a specially configured computer center in the				
25X1 [redacted] Location of 4C				
in space contiguous to an existing ODP center would permit a large personnel savings over the life of the system. The reduction would be approximately [redacted] operator positions for an annual savings of \$114,000.				
25X1				
3. Component Budgeting of Terminals				
Currently ODP budgets for terminals connected to its central services (both new terminals and replacements). If components were forced to budget, presumably justifications would be more closely scrutinized by component managers. An annual savings of \$75,000 could be realized in the ODP budget as a result.	0	\$75,000*	0	\$75,000*

*Annual Savings

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CATEGORY III

FUTURE EFFICIENCIES WITHOUT ADVERSE IMPACT ON SERVICE OR RESULTING
IN IMPROVEMENTS IN SERVICE

(CONTINUED)

Office of Data Processing

Activity Description	Current Positions	\$	Savings Positions	\$
4. Reduction in Cost of Output Products				
The Production Control Branch (PCB) of ODP annually produces approximately 4,234,900 pages of screenline (continuous form) and 9,251,000 pages of simplex Xerox computer output for Agency com- ponents and internal use. This fall, advances in technology will allow PCB to convert the 1,569,800 pages of screenline it uses in its daily work to duplex Xerox. This will half the number of pages printed to 784,900 and result in an annual saving in the cost in materials of \$11,300.	0	\$85,000**	0	\$53,000**
Were it possible to convert all PCB produced output to duplex Xerox, an additional savings of \$41,700 in material costs could be effected annually.				

**Annual Savings

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CATEGORY III

FUTURE EFFICIENCIES WITHOUT ADVERSE IMPACT ON SERVICE OR RESULTING
IN IMPROVEMENTS IN SERVICE

Office of Security

Activity Description	Current Positions	\$	Savings Positions	\$
1. "Blue Blazer" Protective Force				
We are inaugurating a program of supplementing the Federal Protective Office (FPO) with our own staff protective force in order to reduce the costs of protecting the [redacted] and the new [redacted]. This program, coupled with other adjustments in planned coverage, will cost \$89,000 vice the \$224,000 cost of an all FPO guard complement. The FY-1982 savings is \$135,000 with ongoing savings in future years. If the concept is validated through experience at these two initial locations, Security will expand the program to other carefully selected locations.		\$224,000		\$135,000

25X1

2. SANCA Reprogramming

The new SANCA will allow Clearance Division professional officers to issue certain types of approvals based upon a review of data displayed on a SANCA computer



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CATEGORY III

FUTURE EFFICIENCIES WITHOUT ADVERSE IMPACT ON SERVICE OR RESULTING
IN IMPROVEMENTS IN SERVICE

(CONTINUED)

Office of Security

Activity Description	Current Positions	\$	Savings Positions	\$
terminal. By avoiding the creation of some 10,000 hard copy files annually, Security Records Division will save the cost of establishing, retrieving, and maintaining some 170 linear feet of records. The anticipated savings of \$30,000 includes eliminating two GS-05/1 file clerk positions at \$12,000 each per year or \$24,000. Furthermore, 170 linear feet of movable shelving which would have been required at [redacted] will not be needed. At \$27 per square foot, this equals \$4,590.				

3. Eliminate Key punch Activity

By using the names, dates and places of birth, social security numbers, security file numbers, etc., already captured in SANCA, later retyping of this data can be avoided. The Office of Security (OS) also intends to capture the information required to set up OS files from, for example, Office of Personnel data bases, thereby totally eliminating the need to key-in this information. We estimate that the initial phase of this program alone will eliminate [redacted] GS-06/3 keypunch slots (\$14,584 [full year] plus \$4,861 [1/3 year]) for an annual FY-1982 saving of over \$20,000.

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CATEGORY III

FUTURE EFFICIENCIES WITHOUT ADVERSE IMPACT ON SERVICE OR RESULTING
IN IMPROVEMENTS IN SERVICE

(CONTINUED)

Office of Security

Activity Description	Current Positions	\$	Savings Positions	\$
4. Discontinue Communications Link				
The Security Records Division will soon initiate a program of exchanging computer tapes with the [REDACTED]		\$15,000		\$15,000
[REDACTED] thereby elimi- nating the need for the IBM Telecommunications link. This will save \$15,000 a year in equipment rentals.				
5. Personnel Security Initiatives				
Applicant Investigation Expeditor Task Force.				\$573,000
In March 1980, the Office of Personnel (OP), in conjunction with the Office of Medical Services (OMS) and the Office of Security established a task force to screen out applicants who would probably be disapproved. This initiative prevents the expenditure of limited resources on questionable cases. At present, although the Personal History Statements of all prospective can- didates are reviewed by the				

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CATEGORY III

FUTURE EFFICIENCIES WITHOUT ADVERSE IMPACT ON SERVICE OR RESULTING
IN IMPROVEMENTS IN SERVICE

(CONTINUED)

Office of Security

Activity Description	Current Positions	\$	Savings Positions	\$
<p>Security Task Force, only approximately 35 percent of the applicants are actually interviewed either telephonically or in person. The savings experienced even in the 35 percent currently interviewed are impressive, and we are hopeful of expanding the program. If the program were expanded to permit prescreening interviews of all applicants, direct savings to the OS of approximately \$573,000 would be realized. There would be additional savings to other components of the Agency, such as OP (less invitee travel), OMS (less physicals), and customer components (less resume review).</p>				
<p>6. Up-Front Polygraph</p>				
<p>Since the beginning of the pre-investigative or up-front polygraph, the OS has tested <input type="checkbox"/> Office of Communications (OC) applicants and <input type="checkbox"/> prospective career trainees who decided to discontinue their processing based on the polygraph results. Since field investigations were not conducted on these individuals, an estimated \$71,000 in investigative costs were avoided. We anticipate the up-front polygraph program to continue at least at this year's level through FY-1982, or even to increase. Some \$75,000 should, therefore, be saved next year.</p>		\$71,000		\$75,000+

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CATEGORY III

FUTURE EFFICIENCIES WITHOUT ADVERSE IMPACT ON SERVICE OR RESULTING
IN IMPROVEMENTS IN SERVICE

Office of Training and Education

Activity Description	Current Positions	\$	Savings Positions	\$
25X1 1. Elimination of POV Travel to [REDACTED]	0	\$35,170	0	\$27,000
25X1 Eliminating POV travel to and from [REDACTED] requiring students and staff to use [REDACTED] Government-owned vehicles would save an estimated \$12,000.				
[REDACTED]				
25X1 In reality, it is planned to continue starting three courses on Sunday [REDACTED] Course, Mid-Career Course, Leadership Seminar) and to eliminate all Sunday conferences. Based on current costs, this will reflect a savings of \$15,000. Positions are not affected.				
25X1 2. Putting Most Checking and Savings Account Funds for [REDACTED] into Bonds.	0	0	0	\$18,000
25X1 Funds currently in checking and savings accounts for the [REDACTED] project could be invested in higher yield bonds and provide an additional income of \$18,000.				

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Category IV

CORE - CATEGORY IV

FUTURE EFFICIENCIES WITH ADVERSE

IMPACT ON SERVICE

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AND METHODS INVOLVED

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EXECUTIVE SUMMARY

FUTURE EFFICIENCIES WITH ADVERSE
IMPACT ON SERVICETOTALSSAVINGS

Office of Information Services	\$ 100,000
Office of Medical Services	80,000
Office of Communications	183 261,000
Office of Logistics	267,316 340,855
Office of Security	250,000
Office of Training and Education	264,387 406,040
TOTAL	964,703 \$ 1,437,895

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EXECUTIVE SUMMARY

FUTURE EFFICIENCIES WITH ADVERSE
IMPACT ON SERVICEOffice of Information Services

→ Abolish the Annual MG Support Officers
Conference in Europe and the Far East \$ 100,000

Office of Medical Services

→ Reconstitute Medical Evaluation Program
so Actual Evaluations are Given Less
Frequently 80,000/Yr.

Office of Communications

Reduction of Cable Dissemination File 30,000

25X11 → Reduce Conferencing 78,000

Eliminate Handwritten Corrections 30,000

Reproduction of Cables at Eight Lines Per Inch 123,000

Office of Logistics

Close the Executive Dining Room 73,316

→ Elimination of Early Morning and Afternoon
Shuttles 73,539

Increase in Sea Shipments 194,000

Office of Security

Discontinue Short-Term Employee Program 140,000

Additional Guard Force Reductions 110,000

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EXECUTIVE SUMMARY

FUTURE EFFICIENCIES WITH ADVERSE
IMPACT ON SERVICE

Office of Training and Education

Elimination of Off-Campus Program	53,232	
Elimination of Disseminating Information on External Training	31,155	
Offer Language Programs on Fixed Schedule	180,000	
Elimination of Special Language Programs	21,790	
Conduct All Management Training at Chamber of Commerce Rather than 	20,000	
Reduction in Number of Conferences 	80,000	25X1
Reduction of Course Duration/Frequency/Format	19,863	

25X1

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CATEGORY IV

FUTURE EFFICIENCIES WITH ADVERSE IMPACT ON SERVICES

Office of Information Services

SIO

Activity Description	Current Positions	\$	Savings Positions	\$
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Abolish the Annual MG Support Officers Conference in Europe or the Far East.

25X1

Each year an annual MG Support Officers Conference is held in [redacted] or the Far East.	None	100,000	None	100,000
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Participants in the conference are drawn from other area field stations, i.e.,

Middle East and Africa support

25X1

Officers attend the [redacted] conference. In addition, several officers from Headquarters attend both conferences on a TDY basis. The purpose of the conference is to improve communication and discuss problems of mutual concern. If deemed absolutely essential, a conference could be held on a biennial basis rather than annually.

Elimination of the conference would save the Government approximately \$100,000 per year in TDY travel costs and per diem. The marginal utility of the conference is more than offset by the savings in Government funds.

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CATEGORY IV

FUTURE EFFICIENCIES WITH ADVERSE IMPACT ON SERVICES

Office of Medical Services

Activity Description	Current Positions	\$	Savings Positions	\$
Reconstitute Medical Evaluation Program so Actual Evaluations are Given Less Frequently				\$80,000/Yr.
Reduction in Contractor Sessions and Processing Time				

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CATEGORY IV

FUTURE EFFICIENCIES WITH ADVERSE IMPACT ON SERVICES

Office of Communications

Activity Description	Current Positions	\$	Savings Positions	\$
1. Reduction of Cable Dissemination File				
25X1 Reduce the cable dissemination file from a two-year file to a 60-day file. This would save approximately \$30,000 per year. Customers would be required to wait a minimum of 24 hours for service.				
25X12 Reduce Conferencing				
Eliminate CIA large office conferences (over 50 participants)		\$33,000		\$33,000
Eliminate CIA small conferences (less than 50 participants)		\$45,000		\$45,000
3. Eliminate Handwritten Corrections				
25X1 Eliminate all handwriting on cables and telepouches. Offices will be required to retype cables with handwritten corrections. This will save two positions at an equivalent of \$30,000 per year.		0	2	\$30,000

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CATEGORY IV

FUTURE EFFICIENCIES WITH ADVERSE IMPACT ON SERVICES

(CONTINUED)

Office of Communications

Activity Description	Current Positions	\$	Savings Positions	\$
4. Reproduction of Cables at Eight Lines Per Inch				25X11
Advantages to conversion of the Cable Dissemination System (CDS) reproduction printers to eight lines per inch vice six should result in improved customer service. Based on a Cable Secretariat Branch (CSB) trial during April 1979, service to cable customers was improved because mailroom backlogs were significantly reduced.			10	\$123,000

About 96 percent of all cables processed in CSB now are three pages or less, i.e., requiring reproduction using more than one sheet of paper. Going to eight lines per inch will provide an additional 25 percent print concentration on each cable page. This means that with eight lines per inch, all cable traffic to be reproduced will be two pages or less, i.e., requiring reproduction using only one sheet of paper per cable copy (one sheet cables will also require no stapling or collating prior to slotting).

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CATEGORY IV

FUTURE EFFICIENCIES WITH ADVERSE IMPACT ON SERVICES

(CONTINUED)

Office of Communications

Activity Description	Current Positions	\$	Savings Positions	\$
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Approximately 95 percent of all cables received for reproducing and processing will be able to be handled using one sheet of paper (front only or front and back).

Given the current traffic volume, some man power and overtime savings will occur. There will also be paper savings.

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CATEGORY IV

FUTURE EFFICIENCIES WITH ADVERSE IMPACT ON SERVICES

Office of Logistics

Activity Description	Current Positions	\$	Savings Positions	\$	25X1
1. Close the Executive Dining Room (EDR)				\$73,316 (FY 82)	

This efficiency entails the closing of that portion of the EDR not involved in the support of the DCI dining facility. Although much of the work in the two dining rooms is shared by almost the entire staff, closing the EDR section only would allow for a possible staff reduction

The EDR was originally established to provide the DCI, DDCI, and senior Agency officials with a facility which was physically secure and serviced by cleared personnel. Members who use the dining room, many of them under cover, can obtain a quick lunch while discussing matters of a classified nature.

Elimination of the EDR would save the Government \$73,316 in FY-1982. Should it close, it would have an impact on the morale of its current members by requiring most of them to patronize the GSI cafeteria on the first floor. The loss of the EDR and its staff would also cause the discontinuance of tray and coffee service and cocktail parties.

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CATEGORY IV

FUTURE EFFICIENCIES WITH ADVERSE IMPACT ON SERVICES

(CONTINUED)

Office of Logistics

Activity Description	Current Positions	\$	Savings Positions	\$
2. Elimination of Early Morning and Afternoon Shuttles			1	\$73,539

25X1
(Savings includes salary for one driver, plus overtime for ten)

Shuttle drivers normally work an eleven-hour day, beginning at 0700 and ending at 1830. Shuttle runs begin at 0730 and end at 1800 hrs. A significant number of passengers do ride each day commencing with the 0730 runs, and this is equally true through the 1730 runs in the afternoon. There are early morning meetings in Rosslyn, Office of Technical Service (OTS) complex, Community Headquarters Building (CHB), State, the Pentagon, and Chamber of Commerce that employees use shuttle service to attend. Conversely, late afternoon has the same requirements. However, the meetings could presumably be rescheduled to later in the day. Additionally, early and late shuttle runs are used by a number of employees as a means of getting to and from work. This policy, however, has been generally condoned for years, especially in short fuel situations. Disclaimers relieving the Government of all responsibility for passengers not on official business are posted in all shuttles. One position and \$73,539 could be saved.

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CATEGORY IV

FUTURE EFFICIENCIES WITH ADVERSE IMPACT ON SERVICES

(CONTINUED)

Office of Logistics

Activity Description	Current Positions	\$	Savings Positions	\$
3. Increase in Sea Shipments				\$194,000

Over the past several years the ratio of air cargo tonnage to sea cargo tonnage has steadily been increasing. In FY 80, this ratio almost reached a 50/50 balance with 735 tons being shipped by air and 740 shipped by sea. This trend toward increased air shipments has, in effect, caused more money to be spent for transportation charges and less cargo moved per dollar.

A reversal of this trend would most certainly be a potential area for cost savings. However, other factors such as less timely service to customers, an extended supply pipeline, and possibly enlarged storage facilities at overseas locations are factors which must also be considered. In FY 81, approximately 620 tons of cargo have been shipped by air at a cost of \$2,380,000 and 280 tons by sea at a cost of \$198,000. As can be seen from these figures, a diversion of 10 percent of air tonnage to sea shipment would result in a transportation savings of \$194,000.

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CATEGORY IV

FUTURE EFFICIENCIES WITH ADVERSE IMPACT ON SERVICES

Office of Security

Activity Description	Current		Savings		25X1
	Positions	\$	Positions	\$	
1. Discontinue Short-Term Employee Program	<div></div>				
Short-term employee arrangements, such as the Summer Only, Urgan League, and various intern programs, require the aggregated efforts of <div></div>	25X1				
<div></div>	25X1				
clerical employees annually. Approximately \$135,000 in Office of Security (OS) salaries could be saved.					

This Office has long had reservations about the host of programs whereby individuals are brought in and exposed to very sensitive operations for a limited period and then returned to their previous workplace. Few, if any, of these initiatives would appear to justify the attendant security risks and the heavy administrative costs, including field investigations, the polygraphs and appraisals. The Summer-Only Program entails the additional disadvantages of exposing relatively immature people to classified information while benefiting the offspring of open employees only.

*Represents FY-1981 personnel costs plus the projected 4.8 percent cost-of-living raise rounded to the nearest thousand dollars.

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CATEGORY IV

FUTURE EFFICIENCIES WITH ADVERSE IMPACT ON SERVICES

(CONTINUED)

Office of Security

Activity Description	Current Positions	\$	Savings Positions	\$
2. Additional Guard Force Reductions		\$110,000		\$110,000

We have made significant cuts in our guard program without any unacceptable impact on security. There are still some reductions, however, which could be made. For example, the DCI garage requires a post that costs some \$60,000 per annum. The pedestrian tunnel entrance is another luxury requiring guard expenditures of over \$50,000 per year. We have proposed closing those entrances in the past and they have been controversial, to say the least. It is clear, however, there are still some convenience, rather than security-related, guard posts that could be cut.

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CATEGORY IV

FUTURE EFFICIENCIES WITH ADVERSE IMPACT ON SERVICES

Office of Training and Education

Activity Description	Current Positions	\$	Savings Positions	\$
1. Elimination of Off-Campus Program				
Eliminating the Program would save \$45,000 in tuition and registration fees, in addition to the 588 hours required by the Training Officer to administer the Program (\$8,232). Employees would be denied the opportunity to take college courses that are tailored to Agency needs, taught by Agency employees on Agency property (allows freedom of discussion not possible elsewhere), and still receive academic credit. In some cases, employees would have to attend more expensive universities, where a three-credit course could cost \$500.	0	\$53,232	0	\$53,232

25X1

2. Elimination of Disseminating Information on External Training

Eliminating the [redacted] [redacted] would result in a savings of \$31,155, but with adverse effects. There would be no centralized support for material on external training. Decentralization would result in component duplication of external training material, missed training opportunities by employees, and proliferation of vendor contact points.

25X1
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CATEGORY IV

FUTURE EFFICIENCIES WITH ADVERSE IMPACT ON SERVICES

(CONTINUED)

Office of Training and Education

Activity Description	Current Positions	\$	Savings Positions	\$	25X1
3. Offer Language Programs on Fixed Schedule			8	\$180,000	

The savings proposed are not possible unless students can begin on scheduled starting dates, reasonably sized classes can be formed, and ad hoc requests eliminated. In reality, it is not feasible to offer programs on a fixed schedule. Operational requirements have caused the DO to request enough special or ad hoc classes to necessitate the addition of 10 instructor positions for FY 83.

4. Elimination of Special Language Programs (total immersion, familiarization, etc.)			0	\$21,790	25X1
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Special language programs increase student's language proficiency quickly in an environment which simulates the situation they will encounter when actually living in a foreign country. Experience has shown that participants in these programs increase their language proficiency from one-half to a

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CATEGORY IV

FUTURE EFFICIENCIES WITH ADVERSE IMPACT ON SERVICES

(CONTINUED)

Office of Training and Education

Activity Description	Current Positions	\$	Savings Positions	\$
full level in the three-week period. Total immersion also trains 10 to 12 people at the same time and exposes students to many different speakers of a language. This permits a contrast of different speaking styles. If these special programs were eliminated, the savings would involve compensatory time and overtime costs and administrative support costs, totaling \$21,790.				
5. Conduct all Management Training at Chamber of Commerce Rather Than [REDACTED]	0	\$20,000	0	\$20,000
Eliminating student costs for POV, air travel, meals and support services [REDACTED] would result in an estimated savings of \$20,000. The adverse impact would greatly affect already overburdened classroom facilities at Chamber of Commerce.				
6. Reduction in Number of Conferences [REDACTED]	0	\$263,610	0	\$80,000
There are approximately 90 conferences per year [REDACTED] with an average of 20 attendees for a				

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CATEGORY IV

FUTURE EFFICIENCIES WITH ADVERSE IMPACT ON SERVICES

(CONTINUED)

Office of Training and Education

Activity Description	Current Positions	\$	Savings Positions	\$
three-day period. Reducing conferences by 30 percent would have a savings of approximately \$80,000.				
7. Reduction of course duration/frequency/format	0	\$19,863	0	\$19,863
Reducing the Midcareer Course from five to four runnings per year would save about ten weeks of instructor time (\$5,184), five weeks of training assistant time (\$1,314), and other course costs per year.				
Reducing the Introduction to CIA Course (ITCIA) would result in a savings of seven weeks a year of faculty and training assistant time (\$4,865). There would be added savings in student and guest lecturer time and use of physical facilities.				
Conducting the Counseling Course at the Chamber of Commerce Building instead of the [] result in an \$8,500 savings annually (POV/air costs) with little decrease in course quality.				

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CATEGORY IV

FUTURE EFFICIENCIES WITH ADVERSE IMPACT ON SERVICES

(CONTINUED)

Office of Training and Education

Activity Description	Current Positions	\$	Savings Positions	\$
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OT&E cannot project costs at this
time for the next two items but
will report savings as they occur:

(1) Use some TDY instructors
[redacted] and reduce PCS assign-
ments, and

(2) Use more TV and less live
presentations.

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CORE - CATEGORY V

FUTURE EFFICIENCIES THROUGH CENTRALIZATION
OR ELIMINATION OF DUPLICATION

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EXECUTIVE SUMMARY

FUTURE EFFICIENCIES THROUGH CENTRALIZATION OR ELIMINATION OF DUPLICATION

TOTALS

SAVINGS

Office of Information Services	\$ 1,339,511
Office of Medical Services	
Office of Communications	
Office of Finance	405,000
Office of Logistics	3,561,000
Office of Data Processing	1,176,500
	<hr/>
TOTAL	\$ 6,482,011

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EXECUTIVE SUMMARY

FUTURE EFFICIENCIES THROUGH CENTRALIZATION
OR ELIMINATION OF DUPLICATIONOffice of Information Services

Elimination of Systematic Classification Review	\$ 264,511
Elimination of Freedom of Information Act	1,075,000

Office of Medical Services

Transfer the Overseas Medical Benefits Program

Consolidation of all Agency Medically and Psychologically Related Tasks.

Office of Communications

Combine Offices of Communications, SIGINT Operations, and Development and Engineering Commo Support Groups

Office of Finance

Centralize Travel Accounting	34,000
Consolidation of all Financial Management in the Office of Finance	209,000
Centralization of Budgeting and Management for Personal Services Costs	162,000

Office of Logistics

Standardization of Agency-wide Equipment	3,000,000
Consolidation of Transportation in the Office of Logistics	
Consolidation of Micrographics	245,000

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EXECUTIVE SUMMARY

FUTURE EFFICIENCIES THROUGH CENTRALIZATION
OR ELIMINATION OF DUPLICATION

Office of Logistics (Continued)

Consolidation of Copier Management	\$ 250,000
Consolidation of Graphics	
Consolidation of Joint Publications Research Service	
Geniographics in the Printing and Photography Division	66,000
Consolidation, Elimination or Better Utilization of 	

Office of Data Processing

Standardization of Word Processing	1,176,500
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CATEGORY V

FUTURE EFFICIENCIES THROUGH CENTRALIZATION
OR ELIMINATION OF DUPLICATION

SIO

Office of Information Services

Activity Description	Current Positions	\$	Savings Positions	\$
1. Elimination of Systematic Classification Review (E.O. 12065)				
The value of this effort for the manpower expended and its true contribution to openness in government are questionable. The estimate of savings is based upon: (1) elimination of systematic review for most all records except finished intelligence, (2) continuation of a review program at NARS to protect our information in other agencies' holdings, and consequently (3) an ability to reduce the strength of Classification Review Division (CRD)				\$264,511
2. Elimination of Freedom of Information Act				
This activity consists of processing requests received by the Agency under the provisions of the Freedom of Information Act (FOIA). The projected savings are based upon the Agency being totally exempted from the FOIA and that the exemption is retroactive to cover requests now pending in initial and appeal processing.				\$1,075,000

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CATEGORY V

FUTURE EFFICIENCIES THROUGH CENTRALIZATION
OR ELIMINATION OF DUPLICATION

(CONTINUED)

Office of Information Services

Activity Description	Current Positions	\$	Savings Positions	\$
The total amount will not be saved since we anticipate that we will still have to process referrals from other agencies, and we will still need to respond to requesters to inform them of the CIA exemption. Additionally, we anticipate that we will still be required to process requests under provisions of E.O. 12065 or any new order containing a mandatory review provision.				

25X1

The figures are based upon the number of man-hours devoted to the FOIA translated into man-years.

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CATEGORY V

**FUTURE EFFICIENCIES THROUGH CENTRALIZATION
OR ELIMINATION OF DUPLICATION**

Office of Medical Services

Activity Description	Current Positions	\$	Savings Positions	\$
1. Transfer the Overseas Medical Benefits Program from the Office of Personnel to the Office of Medical Services (enhance efficiency and response time of medical claims and permit reallocation of resources).	0		Cannot estimate at this time	
2. Consolidation of all Agency medically and psychologically related tasks. For example, combine psychological services in the Office of Technical Service with psychological services in the Office of Medical Services (OMS). A study should be made to determine if medically related and psychologically related tasks in the Agency, requiring consultants and employees with specialized skills and knowledge, could be more effectively and economically used by consolidation. Job enrichment and career enhancement should be the factors to be taken into consideration in the study.	Cannot estimate at this time		Cannot estimate at this time	

OMS

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CATEGORY V

FUTURE EFFICIENCIES THROUGH CENTRALIZATION
OR ELIMINATION OF DUPLICATION

Office of Communications

Activity Description	Current Positions	\$	Savings Positions	\$
Combine Offices of Communications (OC), SIGINT Operations (OSO), and Development and Engineering (OD&E), Commo Support Groups				Unknown

Presently there are independent Commo support groups assigned to OSO and OD&E. Combining this support with an already existing group in Domestic Networks Division, OC, will realize some efficiency and perhaps people saving. A study is recommended.

OC

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CATEGORY V

FUTURE EFFICIENCIES THROUGH CENTRALIZATION
OR ELIMINATION OF DUPLICATION

Office of Finance

Activity Description	Current Positions	\$	Savings Positions	\$
<p>1. Centralize Travel Accounting</p> <p>The Office of Finance (O/FIN) only processes travel accountings for DO components and components which do not have their own travel audit capability. Savings are possible and service can be improved by transferring all present travel accounting functions and positions to O/FIN. We anticipate a minimum increase in productivity of 10% will result from "Economies of Scale."</p>			\$34,000	
<p>2. Consolidation of all Financial Management in O/FIN (decentralized finance personnel to report directly to O/FIN)</p>			\$209,000	

Although all financial systems are the responsibility of O/FIN, certification and accounting are in large part decentralized to the office and division level presenting a weakness in the degree to which this Office can enforce regulations and standards designed to protect the Agency against fraud and waste and can react to support operations and other Agency purposes in the most effective and efficient manner. With the consolidation of these functions within O/FIN, our aim is to introduce a greater degree of consistency and uniformity and allow for a more effective and timely reaction to resource

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CATEGORY V

FUTURE EFFICIENCIES THROUGH CENTRALIZATION
OR ELIMINATION OF DUPLICATION

Office of Finance

Activity Description	Current Positions	\$	Savings Positions	\$
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allocation/reallocation needs. Recognizing that certain positions must remain within the operating components, some functions and services performed could be physically collocated within the main office. We anticipate that centralization could lead to a minimum increase in productivity of 10% in those positions devoted to audit and certification processes (approximately 88) as a result of "Economies of Scale."

25X11

3. Centralization of Budgeting and Management for Personal Services Costs

The obligations for personal service costs are presently administered by offices and divisions. However, almost all personal service obligations are computer generated by personnel actions and time and attendance reports. Centralization of these functions in OP or the Comptroller's Office, relying on data derived from the Agency's "personnel" systems would improve personal service cost management, would free up personnel doing these tasks in offices, and would enable offices to concentrate on the management of nonpersonal

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CATEGORY V

FUTURE EFFICIENCIES THROUGH CENTRALIZATION
OR ELIMINATION OF DUPLICATION

Office of Finance

Activity Description	Current Positions	\$	Savings Positions	\$
service costs. Estimated amount of savings may be conservative as the total was based on an estimate of time required to prepare the required budget exercises only. Any savings realized by components could be offset by additional staffing required by the Offices of the Comptroller or Personnel to administer the Agency's personal services budget.				

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CATEGORY V

FUTURE EFFICIENCIES THROUGH CENTRALIZATION
OR ELIMINATION OF DUPLICATION

Office of Logistics

Activity Description	Current Positions	\$	Savings Positions	\$
1. Standardization of Agency-wide Equipment			<div style="border: 1px solid black; width: 80px; height: 20px;"></div>	\$3,000,000

There is a lack of centralized programmatic planning in the procurement of office equipment and related services. This causes a proliferation of contracts to satisfy the individual needs of many users and mitigates against economy of scale considerations in the acquisition process.

A concentrated effort to increase standardization in the procurement of office equipment and related services could result in acquisition cost savings of approximately \$3,000,000, but several additional people will be required.

2. Consolidation of Transportation
in the Office of Logistics

Unknown

The Office of Logistics (OL) is the primary manager of transportation assets and requirements for the Agency. This includes motor pool operations, truck fleet, and arrangements with military and commercial carriers for the movement of official cargo. There are, however, arrangements made by components outside OL for special airlift missions in connection with ongoing national programs and special projects. These airlift

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CATEGORY V

FUTURE EFFICIENCIES THROUGH CENTRALIZATION
OR ELIMINATION OF DUPLICATION

(CONTINUED)

Office of Logistics

Activity Description	Current Positions	\$	Savings Positions	\$
missions are usually not coordinated with OL and do not always utilize the full load capacities of the aircraft. These missions also often operate in the same areas where OL has requirements to move material.				
Through a centralization of all transportation tasking into the OL, better utilization could be made of available assets with resulting economics in manpower and monies.				
3. Consolidaton of Micrographics				25X1
The proposal for consolidation of micrographic facilities in the Agency is based on the premise that cost reductions could be made in four areas: personnel [redacted]; floor space (3,941 sq. ft.); equipment (29 pieces); and supplies (\$12,388). It is estimated that operating costs could be reduced by \$230,000-\$260,000 per year.	[redacted]	Unknown	[redacted]	\$245,000 25X1

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CATEGORY V

FUTURE EFFICIENCIES THROUGH CENTRALIZATION
OR ELIMINATION OF DUPLICATION

(CONTINUED)

Office of Logistics

Activity Description	Current Positions	\$	Savings Positions	\$
4. Consolidation of Copier Management				
A recently concluded study on the consolidation of copier management indicates that Printing and Photography Division (P&PD) could assume responsibility for the program with the addition of [] positions to its staffing complement. The cost of the [] increase would be more than offset by cost-saving projections of approximately \$250,000 annually in outlying years. The cost reduction would be acquired through equipment bid solicitations, comprehensive planning for equipment placements, equipment sharing, lower cost maintenance contracts, and streamlined certifications for payment of bills.	[]	\$16,000	[]	\$250,000
5. Consolidation of Graphics				
There are [] visual information specialists employed in 9 separate graphics shops. Although consolidation may not be feasible in the larger facilities, it is a viable solution for better utilization of manpower	[]	Unknown	0	Unknown

25X1

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CATEGORY V

FUTURE EFFICIENCIES THROUGH CENTRALIZATION
OR ELIMINATION OF DUPLICATION

(CONTINUED)

Office of Logistics

Activity Description	Current Positions	\$	Savings Positions	\$
25X11 and space in 5 shops which employ <input type="checkbox"/> specialists. The number of positions would not be reduced but the potential for better service to Agency customers through consolidation of effort is present.				
6. Consolidation of Joint Publications Research Service (JPRS), FBIS, in P&PD				
P&PD is receptive to the consolidation of JPRS activities with the Division. The JPRS operation has been observed in the past by P&PD officials and there is a consensus that consolidation would yield greater efficiency. The precise amount of savings possible through the merger could only be determined through an in-depth study of the current situation in JPRS.	Unknown	Unknown	Unknown	Unkown

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CATEGORY V

FUTURE EFFICIENCIES THROUGH CENTRALIZATION
OR ELIMINATION OF DUPLICATION

(CONTINUED)

Office of Logistics

Activity Description	Current Positions	\$	Savings Positions	\$
7. Genigraphics in the Printing and Photography Division, OL	Unknown	Unknown	Unknown	\$66,000

The Genigraphics System was acquired by the National Foreign Assessment Center (NFAC) for a "best guess" cost of \$600,000. The Printing and Photography Division (P&PD) feels that computer graphics service would not be adversely impacted by Genigraphics' placement in the Division. As a matter of fact, P&PD is in the process of requisitioning a computer graphics system of its own for \$66,000, with delivery sometime around 1 October 1981. This cost could be avoided by the turn-over to P&PD of the Genigraphics System. P&PD is not knowledgeable enough of how NFAC uses the system and, therefore, cannot comment on whether it could provide the service with less positions than NFAC employs. It is assumed only that P&PD could become as efficient as NFAC in the use of the system.

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CATEGORY V

FUTURE EFFICIENCIES THROUGH CENTRALIZATION
OR ELIMINATION OF DUPLICATION

Office of Data Processing

Activity Description	Current Positions	\$	Savings Positions	\$
Standardization of Word Processing				
Very substantial discounts have been provided by computer equipment manufacturers in bidding on competitive procurements. Competitive procurement of the equipment for a standard family of word processors for Agency-wide needs will force a runoff between the major suppliers of such equipment. Using the modest 13 percent off of list price obtained by the State Department in their recent procurement and applying it to a typical stand-alone work station which costs approximately \$10,000, we can anticipate a savings of \$1,300 per installed unit. If the present Agency-wide inventory of 505 word processors were replaced by standard units, a savings of \$656,500 would be effected in cost avoidance as an absolute minimum. A more realistic number of 2,000 units is anticipated for installation during the systems life of the contract. This equates to a savings of \$520,000 annually.	0			\$656,500 (one time) 520,000 annually

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